



DOWNTOWN CAMP HILL

Camp Hill, Pennsylvania

Technical Assistance Panel
Sponsored by: Downtown Camp Hill Association
June 24–25, 2026

About

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Cover photo: The intersection of Market Street and S 21st Street in downtown Camp Hill.

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Executive Summary

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ULI Philadelphia convened the Downtown Camp Hill, Pennsylvania Technical Assistance Panel (TAP) in June 2026. Panelists were asked to provide recommendations for the next phase of revitalization efforts in Camp Hill's Market Street corridor. Camp Hill is a borough with a population of around 8,100 people, located in Cumberland County, Pennsylvania. This TAP built upon a previous Technical Assistance Panel that took place in 2016: [Camp Hill, Pennsylvania: Creating a More Vibrant Commercial District](#). Recommendations from the 2016 TAP provided an initial framework for downtown revitalization efforts. As many of those recommended actions have now been taken, the Downtown Camp Hill Association (DCHA) sponsored this TAP to plan the next phase of investment in Downtown Camp Hill. Panelists specifically were asked:

1. What practical steps can transform Market Street from a collection of individual properties into a more **cohesive, walkable downtown** destination?
2. What could Downtown Camp Hill **be known for** in the Central PA region? How should that market identity guide the types of businesses, development, and marketing we prioritize?
3. How can we **attract more small businesses** to fill the empty retail/office spaces that exist on Market Street, most notably a large, vacant restaurant space?

4. How can DCHA **further engage the community, Borough, and Council** and better explain the economic impact of a thriving, sustainable downtown business ecosystem?

Panelists learned of Camp Hill's significant progress since the last TAP and proposed a number of strategies to build on those successes. Specifically, they considered how to increase DCHA's ability to lead implementation efforts as a convener; support the economic development of Downtown; and activate places along Market Street to create a cohesive, welcoming experience.

Recommended actions include:

Capacity Building

- Facilitate listening tours and regular stakeholder meetings
- Establish a funded economic development entity structure
- Strategically support the upcoming Comprehensive Planning process

Economic Development

- Advocate for zoning reforms
- Create co-working spaces and targeted resources for small business owners
- Share economic development progress using data

Placemaking

- Implement a cohesive visual system
- Support short-term activations along the corridor
- Develop a food/retail incubator

Camp Hill is rich in community assets and engaged stakeholders. Building on existing momentum, the next phase of downtown revitalization should focus on coordinated implementation among DCHA, the Borough, businesses, property owners, and other community partners to create of a vibrant, walkable, economically thriving Downtown Camp Hill.

Scope and Background

ULI Philadelphia convened a two-day Technical Assistance Panel (TAP) in Camp Hill, Pennsylvania from June 24 through June 25, 2026. The Sponsor of this TAP was the Downtown Camp Hill Association (DCHA), a 501(c)3 volunteer-driven association formed to champion the economic and community revitalization of Downtown Camp Hill. The Panel was composed of eight experts in planning, land use, placemaking, and economic development, who came together to develop recommendations for future revitalization efforts in Camp Hill's Market Street corridor ("Downtown Camp Hill").

The TAP began on June 24, 2026, at Camp Hill's Borough Hall, with an opportunity for the Panelists to discuss the assignment with the Sponsor team. The Sponsors then led a walking tour for Panel members along Market Street, walking on the north side to 17th Street and then back along the south side to 24th Street, making a number of stops at key locations along the way. In the afternoon,



TAP Sponsors and panelists.

Panelists conducted over 20 stakeholder interviews to better understand the range of perspectives about the future of Camp Hill's downtown.

Panelists spent the remainder of the first day, in addition to the first half of the following day, debriefing stakeholder conversations, deliberating, and developing recommendations. The day concluded with a presentation of these recommendations to the Sponsor team and community stakeholders. This report documents the Panel's process, findings, and final recommendations.

2016 ULI TAP and the Creation of DCHA

This is the second ULI TAP convened in Camp Hill. In 2016, the Camp Hill Borough Council commissioned a TAP to guide Market Street's revitalization efforts. Panelists from the 2016 TAP ultimately recommended that Camp Hill: (1) conduct a market study; (2) create an advocate or champion for the Downtown corridor; (3) improve the streetscapes; (4) improve signage; (5) identify a catalytic project. (See previous [TAP report](#).) Camp Hill stakeholders then proceeded to take actions towards completing these recommendations. Since then, considerable progress has been made.

For one, the Downtown Camp Hill Association (DCHA) was formed in 2018 to serve as a quarterback for enhancing vitality of the Downtown. A new Downtown Coordinator

position, a shared position between DCHA and the Borough Council, was also created to promote partnership and alignment between these groups. DCHA follows the [Four Point Main Street Approach](#) established by Main Street America to guide their revitalization efforts. Since its founding, DCHA has achieved significant progress, including launching a growing farmer's market ([Market on Market](#)), organizing the Plein Air Art Walk, creating a tagline for marketing efforts (#ThriveHere), identifying 1801 Market Street as a catalyst project, developing partnerships with the Chambers, their elected officials, and organizing numerous events along the retail corridor. They also sought out and received funding to commission this follow-up Technical Assistance Panel.

In addition to the creation and aforementioned accomplishments of DCHA, streetscape improvements have also been made since the last TAP. In 2024, the Borough replaced all of the sidewalks on either side of Market Street from 20th Street to 25th Street, a key aspect of a larger [Market Street Streetscape](#) project to enhance the visual appeal and walkability of the corridor. (The full streetscape project includes six phases of work, which also includes new curbs, new manhole frames, verge strip installations and seeding, and new roadway signs. While there have been significant roadblocks to completing these improvements—such as lack of consensus on specific decisions, staff turnover, engineering challenges, and cost—the 2026 Panel supports the ongoing pursuit of these recommendations.)



Thrive Here! Camp Hill marketing identity.



Sign for Farmers' Market, "Market on Market."

The Downtown Camp Hill Association is now setting out on its next phase of work, building upon many of the actions that emerged from the previous TAP. Currently, some of the ideas that DCHA is exploring include zoning code updates, adopting a Local Economic Revitalization Tax Act (LERTA) district, identifying ways to reduce parking requirements, and obtaining a Main Street America designation. They hope that these efforts will help boost the local tax base and demonstrate the Downtown commercial corridor as critical to the prosperity of the Camp Hill Borough.

TAP Questions

With the context of the 2016 TAP and the continuing efforts to revitalize downtown, the Sponsors posed the following questions to the Panel:

1. What **practical steps** can transform Market Street from a collection of individual properties into a more **cohesive, walkable downtown destination**?
2. What **could Downtown Camp Hill be known for** in the Central PA region? How should that market identity guide the types of businesses, development, and marketing we prioritize?
3. How can **we attract more small businesses** to fill the empty retail/office spaces that exist on Market Street, most notably a large, vacant restaurant space?

4. How can DCHA further engage the community, Borough, and Council and **better explain the economic impact of a thriving, sustainable downtown** business ecosystem?

In addition to specific guidance on prioritization and approach, DCHA sought support in clarifying roles and responsibilities among the Borough, DCHA, property owners, and other partners for effective implementation and long-term place management.

Study Area and Existing Conditions

Located in Cumberland County, Pennsylvania, the Borough of Camp Hill sits on the Susquehanna River about two miles southwest of Harrisburg. Camp Hill is 2.1 square miles with a population of 8,169 (U.S. Census Bureau). It is bisected by Market Street. The Market Street commercial corridor ("downtown") runs from 17th Street to 24th Street.

Camp Hill has the feeling of a small town, where residents describe a family-friendly atmosphere and frequently running into neighbors. The median age is 44.2 years old, and the area is popular among seniors and young professionals. Stakeholders anecdotally noted that "[people don't move out of Camp Hill.](#)" 85% of residents are White, 6% are Hispanic (of any race), 4% are Asian, and 2% are two or more races. The



Map of the study area.

median household income is \$114,761 (U.S. Census Bureau), notably higher than most communities in Pennsylvania.

The area is popular for young families in part because of its strong public schools (the Borough and School District share the same boundaries). It is a bus-free school district, and most students walk or bike to and from school. Crime rates are low.

In addition to quality schools, there is a strong church community (Trinity Lutheran Church on Market Street draws nearly 700 people from around the region). Camp Hill is also home to 100 small businesses (half

of which are women-owned) and fosters a strong entrepreneurial spirit.

Despite these community assets, the commercial strip of Market Street has experienced challenges to realizing its full potential as a vibrant, pedestrian-friendly corridor. Visually, it lacks a sense of cohesion and contains sporadic dead zones that break up continuity for pedestrians. Small businesses have suffered from the lack of foot traffic, and higher rents compared to nearby jurisdictions have proven further barriers to attracting new businesses.



Trinity Lutheran Church.



Pedestrian crossing on Market Street.



Stakeholder Conversations

Conversations with stakeholders helped the Panel better understand the full range of opportunities, pain points, and needs of the Downtown area. The Panel conducted small group interviews with 23 total stakeholders. Stakeholders were asked about their vision and hopes for the future, share their big ideas, and offer examples of other places that Camp Hill could learn from. Stakeholders represented a wide range of perspectives, including Council, DCHA, the school district, business community, developers, and nonprofits. Many stakeholders also reside in Camp Hill.

Stakeholders identified a number of community assets and opportunities to build upon its strengths. Camp Hill has a close-knit and **engaged community**, and there is a general **openness to make improvements**

to Camp Hill's Downtown. Stakeholders described Camp Hill's ethos as one of **small-town charm** and "stepping back in time," a place where children come home for lunch, **walk** and **bike everywhere**, and residents have a strong **sense of community**.

Stakeholders also described a variety of challenges that inhibit progress, including a lack of cohesion in the relationships between Council, DCHA, and the School District.

Leadership transitions, staff turnover, fragmented communication and a **lack of clarity** about roles and decision-making have contributed to duplicative work, as well as limited continuity and long-term ownership of Downtown initiatives. They also noted costly and burdensome **ordinances, restrictive licenses** (including liquor), **unpredictable zoning**, and **parking minimums** as obstacles

holding back redevelopment. Parking, in particular, arose as a challenge across stakeholder groups, including developers (parking minimums), business owners (location, amount) and visitors (knowing where to find spots).

Stakeholders agreed upon many of the needs of the community, including a shared **parking solution**, a **cohesive visual identity** (with wayfinding), transforming Market Street into a more appealing **destination** with the ability for visitors to make **multiple stops** within one outing, **resources/trainings for small businesses** starting up, and **full-time staff capacity** dedicated to economic development. They also remarked that stronger **collaboration amongst major stakeholders** is needed in order to move initiatives from planning to implementation.



The panel toured the study area and met with stakeholders along the way. They also interviewed community stakeholders after the tour in small group settings.



Recommendations

There is a clear sense that Camp Hill has a strong foundation: it is a connected, peaceful, walkable, highly desirable town with a range of stakeholders committed to making the Downtown a vibrant destination. Panelists sought to build on the existing strengths of the area, offer guidance on overcoming obstacles to implementation, and seed new ideas for the future.

The main task Camp Hill faces today isn't developing new ideas, but rather about coalescing around a shared vision. Therefore, the next decade of work should focus on three priorities: building implementation capacity, strengthening economic competitiveness, and creating a memorable Downtown experience.

Capacity Building

While stakeholder interviews revealed many overlapping goals for the future of Downtown Camp Hill, revitalization efforts currently lack an articulated shared vision or alignment of priorities among key stakeholders. Despite widespread recognition that a vibrant Downtown is essential to the broader Camp Hill's identity and long-term prosperity, decision-making processes have been perceived as inconsistent and insufficiently transparent. To move from planning to implementation, the Panel emphasized that all major stakeholders (particularly the Borough, DCHA, and the school district) need to be at the table working collaboratively.

Evolve DCHA into Lead Convener and Economic Development Implementation Partner

DCHA has successfully laid the foundation for Downtown revitalization by organizing stakeholders, building partnerships, activating the corridor, and championing Downtown initiatives. The next phase should focus on strengthening DCHA's role as the Borough's primary convener and implementation partner, where it can work with the Borough Manager, Council, School District, businesses, and property owners to advance a shared Downtown agenda.

DCHA can drive the process of consensus building, defining common ground, and then getting this vision activated and funded. Key aspects to this process as a part of an implementation strategy include active collaboration among stakeholders and transparent decision-making. In order for DCHA to succeed in into this role, it needs formal authority along with a sustainable structure and budget. The Panel laid out a process to help DCHA evolve into this role.

Bring key stakeholders together to define a common vision, shared goals, and a roadmap for economic development.

Stakeholder conversations indicated that visions amongst different stakeholder groups aren't misaligned, but there aren't clear communication channels to support it. DCHA can play a leadership role in building

consensus and articulating the shared vision and goals that emerge. This will help facilitate the coordination of efforts such as communications, marketing, business recruitment, and event programming.

In the short term, there is a strong need for **consensus building** among stakeholder groups, which will be most easily accomplished within structured listening opportunities. The Panel recommended that DCHA start by organizing regular Market Street **walking tours** as a listening and consensus building tool. These walking tours should be open to all key stakeholders, including community members, and will likely reveal points of alignment and common ground. As themes emerge, they can become talking points on future tours to build broader community buy-in.

Once there is broad agreement on priorities, stakeholder meetings can provide spaces for partners to work together to define goals, objectives, and implementation strategies. DCHA should convene these regular meetings with partners (including the Borough, Council, and the School District) to engage them in detailed discussions about plans, enable relationship-building, and generate buy-in. Discussion topics should start with low-hanging fruit, such as wayfinding.

Over time, walking tours should continue to be offered to help onboard more people to the shared vision and continue to build momentum.

Establish a Downtown entity with dedicated funding, professional management, and long-term capacity for implementation.

Over time, the hope is that DCHA can establish authority over Downtown with a budget and structured mechanisms for decision-making. Stakeholders emphasized how much groundwork has already been laid, but that DCHA still lacks the financial teeth to embrace a facilitation role. Therefore, in the longer-term, DCHA should **seek sustainable funding** to solidify its role as the Downtown management entity. In this role, it could then more effectively implement catalytic redevelopment and placemaking projects.

Two potential structures to establish dedicated funding and increase Camp Hill's capacity include a Main Street designation or a Business Improvement District. (It should be noted that Main Street Matters can be applied to by a local government and used to establish a BID. An already formed BID can also apply for Main Street Matters.) The Main Street Matters Planning Grant offers \$50,000 to non-designated Main Street Matters applicants to help prepare their applications for a future Main Street designation. An eventual Main Street designation could offer up to \$225,000 of funding for overhead expenses for implementation (such as DCHA coordinator salary, training, travel, and ongoing operations). (The Panel considered the Main Street Matters grant an opportunity with strong potential. Notably, the application deadline for Planning Grants this year is August 31, 2026.)

Alternatively, DCHA could consider petitioning to Council the formation of a Business Improvement District (BID). In that case, it would submit a BID plan and conduct a public hearing, with the goal of establishing and activating a BID in the next three to five years. A BID would provide a consistent funding mechanism (from a fee or tax from business or property owners) for the organization, separate from borough budgets. This approach would require Council approval and property owner support.

Over time, the Panel recommended that DCHA formalize its grant strategy and coordinate its five-year vision with the Comprehensive Plan update.

Establish DCHA as a formal partner in Camp Hill's Comprehensive Plan.

As the economic development implementation lead, DCHA should have a seat at the table in the Comprehensive Planning process. In order to ensure Downtown priorities, investments, and economic development strategies shape the community's long-term vision, DCHA should have representation on the Comprehensive Plan Steering Committee, support in the identification of implementation pathways of the Comprehensive Plan, and ultimately support implementation of the Comprehensive Plan.

Economic Development

Issues related to economic development, including zoning, parking, and leveraging financing opportunities emerged frequently as key to the successful Downtown Camp Hill. While DCHA alone cannot accomplish these reforms, it can play a critical role in contributing to solutions.

Advocate for Downtown as Critical to the Borough's Prosperity

DCHA is already a major advocate for downtown but could bolster its toolkit to better advocate on its behalf with a clear strategy and data to back it up.

Establish baseline of data to show the importance of the Downtown.

DCHA can help collect data to support its advocacy efforts. The following data points can help build the argument for the critical importance of the Downtown's success to the broader Camp Hill community:

- Number of businesses (tracked over time)
- Numbers of jobs created (especially for Borough residents)
- Number of business owners who are Borough residents
- Share of Borough's revenue that comes from Market Street
- Cost of Market Street to the Borough
- Productivity of Market Street

These data points may help stakeholders see the value in Market Street's role as a tax generator. In looking at the value per acre, DCHA can show how individual commercial parcels on Market Street bring in more revenue per acre than a shopping center, for example. On a per acre basis, Market Street is much more productive, and could be even more so if it was prioritized in policy, planning, and funding opportunities.

Advocate for zoning reforms that will reinforce the goals of Downtown.

Stakeholders noted frequently that Camp Hill is "fully built out," but the Panel emphasized that its own regulations are the limiting factor to its growth. They then laid out specific zoning reforms that DCHA should advocate for to increase Market Street's productivity further. (The Panel also noted that the Comprehensive Planning process presents an opportunity for DCHA to push for a broader review of zoning requirements, such as parking regulations outside the Downtown area.)

One potential easy win is the **removal of parking requirements** for commercial uses in the Downtown corridor. Parking minimums were frequently mentioned as a major barrier to attracting new businesses, and could be addressed directly through a zoning amendment. Existing parking regulations do not reflect actual usage in a pedestrian environment such as the Downtown Camp Hill, and in fact, there is a substantial amount of parking around the corridor. Gathering usage rates at peak times would help support advocacy efforts.



Value per Acre of 2163 Market Street, 2139 Market Street, 3125 Market Street, and 32 S 32nd Street. Value per acre is calculated by the Total Tax Valuation divided by the Deed Acreage, obtained from the [Cumberland County GIS portal](#). More information about how to measure "land productivity" can be found [here](#).



Existing designated parking in the downtown.

The legalization of commercial use of smaller lots with little or no parking would help attract smaller entrepreneurs and low capital startups and may permit intensive anchor uses, such as restaurants, galleries, or performing spaces.

The Panel emphasized that Camp Hill is defined by its businesses in residential structures, and its zoning should reinforce that. Currently, Camp Hill limits the amount of paved surfaces in the front yard setbacks

(the minimum is 25 feet and maximum is 35 feet, with 30% paved, and side setbacks at a 8 foot minimum) and limits outdoor displays to temporary special events. These large setbacks create barriers between businesses and pedestrians (and drivers). The Panel therefore recommended modifying front and side setback regulations to allow the extension of commercial uses, which will help engage potential customers and create a more interesting pedestrian experience.

Other interventions that would help draw people into businesses include allowing more paving for outdoor dining and product display, allowing semi-permanent structures such as trellises or semi-enclosed porches in front yards, and allowing permanent building extensions (examples depicted in the images below). Strong downtown-specific design guidelines will help ensure preservation of Market Street's character.

The Panel suggested striking the following language from current code:

~~903.A.1. Reduction Near Borough Parking Facilities. Within a MDR or DT District, if a commercial use is located within a 600-foot radius of a public parking facility owned and/or operated by the Borough, its authority, or authorized agent, and the public parking facility includes more than 20 off-street parking spaces open to the public, then the required minimum amount of parking for the commercial use may be reduced by 50 percent.~~

and replacing it with:

903.A.1. Reduction for the DT district.
Commercial uses within the DT District are exempt from off-street parking requirements.

The identified this as an easy win that could be accomplished in the short term.



Retail storefront in Hershey, Pennsylvania.



Outdoor seating at a restaurant in New Hope, Pennsylvania.

This photo depicts a building on Market Street with a popular menswear store and vintage boutique. This building effectively draws in visitors but does not meet current setback or zoning requirements, illustrating that Camp Hill's current zoning does not necessarily reflect community preferences.



Panelists also suggested certain **adjustments to permitted uses** including potentially prohibiting single family and twin residences, taverns as permitted by right, and reviewing other uses, such as recycling centers, beverage distribution centers, liquor stores, and tattoo parlors, as examples.

Additionally, the Panel noted that there is a historic overlay and existing design guidelines within the ordinance to look into. They recommended determining if and where the overlay districts are geographically defined and confirm whether or not it has been mapped. If the community is interested in preservation, it could consider nominating a National Register district focused on Market Street (this would not prevent demolition or modifications but could make federal and state tax credits available for commercial projects that meet certain historic preservation standards). Alternatively, it could consider adopting a local historic district, which would require a mapped boundary and the creation of a local Historic Architectural Review Board. Pursuing these options depends on community priorities.

Provide Support and Financial Resources to Small Businesses

Stakeholders expressed a demand for more support for local businesses. Panelists offered ideas for DCHA to consider alongside its partners.

Support small business owners and entrepreneurs with dedicated space.

In the short term, DCHA could work with the Borough to convert an underutilized Borough-owned ground floor space into a **shared co-working space with desks**, Wi-Fi, a conference room and other office amenities to support local businesses and provide immediate recurring revenue with daily or monthly memberships (\$25/day, \$200/month). DCHA could help promote the use of this space, such as by connecting with Penn State Harrisburg and Harrisburg Area Community College students seeking workspace near campus. Offering co-working spaces would allow the Borough to engage and lift up a young generation of entrepreneurs without any major renovation or investment.

Over time, a formal **Business Incubator could be created** in a fully dedicated building. An incubator could offer a program with tiered rents that step up as businesses grow. Incubator graduates could then be linked to permanent Market Street storefronts, creating a corridor pipeline.

Spread awareness and monitor progress.

A short (2-page) annual “*Market Street by the Numbers*” report that includes information such as assessed values, new businesses, visitor counts, renovations completed, and income generated could be published and widely distributed. This report could serve as an accountability mechanism and help attract outside investment with clear supply/demand analyses and tracked growth.

In alignment with the regular stakeholder meetings proposed earlier, DCHA should

organize property owners’ roundtables that include Borough staff, DCHA, and property owners. These discussions could occur twice annually, offering dedicated time to discuss what is working, what is not, and what should change. Conversations should be private (not public hearings) and give property owners an opportunity to share their perspectives.

Identify, pursue, and administer future grant and funding opportunities.

The Panel recommended that DCHA secure funding and explore different financial levers to expand its own capacity (in advocacy, marketing, branding, placemaking etc.), but also to increase its ability to incentivize stakeholders to enact changes that align with the established community vision and priorities (such as incentivizing developers and business owners to make specific kinds of improvements, placing tenants they want to encourage, and changing to preferred uses). DCHA should therefore identify funding sources and expand its knowledge about potential grant opportunities. DCHA could play an important role “owning” the pursuit of grants, and being able to connect potential business owners, property owners, and developers with funding opportunities. If DCHA can help make those introductions and provide information (and ideally funding) to developers, that would unlock considerable potential.

In addition to investigating Main Street Matters grants, the Panel recommended continuing to pursue tax abatements through LERTA, in addition to façade grants, district

improvements, business support, and other planning grants. DCHA can consider ongoing funding for program management through [Neighborhood Partnership Program/ Neighborhood Assistance Program](#) (corporate tax credit funding mechanism), and explore national and [Pennsylvania Historic Designation](#) Tax Credit Programs. It also recommended contacting the [Pennsylvania Downtown Center](#) as a source of support.

Additional places to seek funding sources include:

Tourism

- [Pennsylvania Funding and Assistance](#)
- [Marketing to Attract Tourists Program](#)
- [Tourism Grant Program - Dauphin County Economic Development Corporation](#)
- [Great American Getaway Grant](#)
- [Pennsylvania Travel and Tourism Grants](#)

Main Street America

- [Hartford Small Business Accelerator Grant Program](#)

Arts, Culture, and Placemaking

- [Pennsylvania Creative Industries Grants and Loans](#)
- [Project for Public Spaces' Community Placemaking Grants](#)
- [Pennsylvania Department of Community and Economic Development Programs and Funding](#)

Placemaking

While a successful Downtown Camp Hill hinges on its economic development, stakeholders often discussed how to enhance the sense of place and experience being Downtown. They mentioned several elements that are currently missing in the commercial corridor, including sufficient family-friendly and evening activities; lighting, signage, wayfinding, and visual cues that make downtown feel welcoming; a clear signal that denotes entrance to Downtown; and a cohesive identity. There is a strong desire to activate and bring programming to vacant tenant spaces, and to increase diverse retail offerings, dining and food options, and spaces for community gathering.

Create a Cohesive Community Identity on Market Street

The Panel recommended that Camp Hill



Example logo.

would benefit from development of cohesive identity that resonates beyond Downtown (including amongst the school community). Stakeholders described downtown Camp Hill as “unique” with its mixture of retail and residential uses, and Panelists encouraged Camp Hill to embrace this quirky attribute of businesses within houses, and capture it in an identity formation. One way to do so is through the idea of “home,” particularly given Camp Hill’s clear appeal as a close-knit home town.

Once a unified identity begins to take shape, it can be incorporated into a cohesive visual Downtown experience



City of Estes wayfinding.

Implement placemaking strategies to create a strong sense of place.

The Panel recommended a range of placemaking strategies that would help define and enhance the experience of arriving at, spending time in, and leaving Downtown. Some fixes in the short term include **adding “welcome” signage** at Downtown gateway locations to announce an arrival, implementing decorated street pole **banners** to visually tie blocks together, and **painting the parking lanes** on the south side of Market Street for easier parking (a process that is already in progress).

In the longer term, the Panel recommended developing and installing a **street lighting system** that embraces the walkability and small town feel of Camp Hill, implementing dedicated parking with clear associated **wayfinding**, and installing information and wayfinding **kiosks**. Many of these strategies

(lights, signage, décor) can be implemented all along the corridor to tie it together.

Implement Placemaking Strategies at Gateways and Anchors Locations

The Panel considered the full experience

moving through Market Street and stakeholder observations that the area didn't have a clear center. They organized their placemaking recommendations into a framework that reflect two distinct sides



East Market and West Market.



East and West Nodes on Market Street.



Food trucks in Montreal, Canada.

of Downtown (“East Market” and “West Market”), each with their own anchors and characters, and two clear gateways (at 17th Street and 24th Streets) that announce one’s entrance and exit. See the map below identifying these features.

The Panelists identified the two proposed gateways to Downtown: the Gateway to the East at the intersection at Market and 17th Street (because it represents a topographical shift as one rounds the corner and gets a full visual shot into Downtown) and the Gateway to the West at Willow Park at 24th Street and Market Street (a known geographic mark that can visually mark a departure or entrance).

Use signage, banners, and lighting to visually announce gateways.

In the short term, **standalone gateway signage** and decorated **banner** should be installed. In the longer term, a banner or sign over the street and additional lighting should be added.



Gateway at 17th Street.



Gateway at 24th Street.

Activate East Anchor and establish the corner of Market and 19th Street as a retail/food incubator.

The East side of Market Street should focus on strategies to bring the catalytic project at 1801 Market Street (the Neighbors and Smith property) to life. The Neighbors and Smith property is in an advantageous location to be the East anchor – it is highly visible and connected to other locations that lend to supporting activations (the farmers market, pocket park at Trinity Church, as well as the Library). As 1801 Market Street awaits a restaurant anchor, the space can be activated from a placemaking standpoint.

The Panel offered one focus for the East node around culinary experiences, as there is a noted demand for food options. Using the parking spaces in front of 1801 Market to park food trucks and the empty restaurant space as a temporary food hall (and other vacant spaces as pop-up retail opportunities) could create movement

towards that area for those seeking food and retail experiences in preparation for future permanent establishments. Activating the vacant restaurant space with a **food and retail incubation program** could serve as a low rent opportunity to attract visitors while a permanent tenant is secured.

Synergy is also created with supporting activations at the farmers market space and the Trinity Church pocket park space, which could be developed for play, entertainment, and community activities. Over the longer term, a clearer incubation trajectory could be formed, where entrepreneurs have the



Generated image of food trucks at the corner of 19th Street and Market Street.



Generated image of an activated storefront in 1801 Market Street.



Trinity Church Pocket Park has potential to offer play, entertainment, and community activities.



Market on Market can help launch entrepreneurs through incubator trajectory.

opportunity to start with a table at Market on Market, expand into an incubator space, and eventually graduate to a brick and mortar space on Market Street.

The Panel recommended DCHA take advantage of the visibility of its catalyst project, activate the parking area with food trucks, and establish the corner of 19th Street and Market Street as a **food/retail incubator**.

Activate West Anchor as the Heart of Downtown.

The West node serves as the core of the Downtown (the “emotional center”). With

Cornerstone Coffeehouse, which several stakeholders identified as the current center of Downtown, this intersection at the alley between 21st Street and 22nd Street already draws people in. With two alleys connected to Market Street, those pathways could be transformed into **pedestrian-only pathways connected people to parking** in the longer term (there is already pedestrian activated signals). Strategies to reinforce that intersection as an intentional anchor include a refreshed four-corner crosswalk statement, **murals** and **alley activations** that connect alleyways to parking areas in the rear, and installing specialized pavers and curb cuts

to signify the core of the area. Improved lighting, signage, wayfinding, and visual cues will make this intersection feel more active and welcoming.



West Market.



Generated image of a re-envisioned West Market.

Conclusion

Camp Hill has made significant progress in revitalizing its Downtown corridor in the past decade. Looking forward to the next decade, it is clear that the biggest obstacles are not lack of community assets or infrastructure, but rather, DCHA's ability to continue making progress with implementation as a central convener and champion for Downtown. As such, Panelists recommended strategies related to building DCHA's capacity, strengthening the potential of the economic ecosystem, and an approach to activating Market Street through placemaking.

Overall, the Panel recommended:

1. Evolve DCHA's Role into Downtown Camp Hill's Lead Convener and Economic Development Implementation Partner
2. Advocate for Downtown as Critical to the Borough's Prosperity
3. Provide Support and Financial Resources to Small Businesses
4. Create a Cohesive Community Identity on Market Street
5. Implement Placemaking Strategies at Gateways and Anchor Locations

Action steps, as outlined in the Implementation Matrix to the right are meant help establish a clear, supported, and sustainable role for DCHA, improve the economic landscape to attract and support small businesses, and develop a cohesive experience for residents and visitors of Camp Hill's Downtown. In the Phase column, Short Term refers to 0-12 months, Medium Term refers to 1-2 years, and Long Term refers to more than 2 years.

Action Item	Phase	Category
Organize regular listening tours	Short Term (ongoing)	Capacity Building
Facilitate stakeholder meetings	Short Term (ongoing)	Capacity Building
Facilitate property owners roundtable discussions	Short Term	Capacity Building/Economic Development
Strategically support the Comprehensive Plan	Long Term	Capacity Building/Economic Development
Apply for Main Street Matters	Short Term	Capacity Building/Economic Development
Pursue BID	Long Term	Capacity Building/Economic Development
Formalize grant program	Medium Term	Capacity Building/Economic Development
Pursue LERTA	Medium Term	Capacity Building/Economic Development
Advocate for zoning changes, including elimination of parking requirements.	Short Term (ongoing)	Economic Development
Convert an underutilized Borough-owned ground floor space into a shared co-working space	Short Term	Economic Development
Create business incubator	Long Term	Economic Development
Produce Market by the Numbers Report	Short Term	Economic Development
Paint parking lane on south side of Market of easy identification	Short Term	Placemaking
Implement decorative, street pole banners to create a cohesive visual identity for the downtown area.	Short Term	Placemaking
Identify and activate gateways with standalone Welcome signage and decorative banner poles	Short Term	Placemaking
Further activate gateways with banner or sign over street and built out lighting system	Long Term	Placemaking
Activate East Market with food and retail incubation program	Long Term	Placemaking
Activate West Market with enhanced crosswalk and alley activations (murals, pavers, curb cuts)	Long Term	Placemaking
Improve lighting all along Market Street	Long Term	Placemaking
Enhance wayfinding (including kiosks) and visual cues all along Market Street	Long Term	Placemaking

Appendix:

List of Stakeholders

Cornerstone Coffeehouse
Shine the Market
PA Bakery
Blooms by Vickery
Downtown Camp Hill Association
Conte Wealth Advisors
Camp Hill Borough Council
Camp Hill Borough
Camp Hill School District
Lion Foundation
Harrisburg Regional Chamber & CREDC
Deeter Gallaher Group LLC
Thrive Fit
Harristown Development Corporation
Harrisburg Regional Chamber & CREDC
MidPenn Bank
NAI CIR (Commercial Real Estate Agency)
Smith Land & Improvement Corporation
Trinity Lutheran Church
Additional Camp Hill Borough residents





About the Panel



PANEL CHAIR

Lauren Smith

**Director of Research and Special Projects
Center City District**

Lauren Smith is passionate about advancing economic growth and strengthening communities in Philadelphia through data-driven decisionmaking. As Director of Research and Special Projects at Center City District (CCD), she leads initiatives that support the continued vitality of Philadelphia's downtown, working closely with property owners, brokers, public agencies, and other stakeholders to strengthen key commercial corridors. Previously, she served as Manager of Economic Development at CCD, where she produced market research and developed interactive tools and reports on demographics, housing, employment, and commercial real estate, helping translate complex data into accessible insights. Lauren holds a Bachelor of Arts in Geography and Urban Studies and a Master of Business Administration in Finance from Temple University.

Brian Baksa

**Founder and Design Lead
Praxis Placemaking Studio**

From hyper-local public installations to large redevelopment efforts, Brian has worked on projects of myriad scales throughout his career. He is a placemaker, educator, and multi-disciplinary designer with deep acumen and experience in commercial hospitality, public space activations, and both single-and multi-family residential. He implements thoughtful design to create exciting and memorable moments for each placemaking project. Brian brings a perspective of design that combines an understanding of spatial design, placemaking, and visual identity, with a people-first approach to develop meaningful experiences with each client. He holds a master's degree from University of Michigan - Taubman College of Architecture and Urban Planning and has studied urban design at the Danish Institute of Study Abroad in Copenhagen, DK.

Brian is an adjunct professor in the Graduate Program in Architecture at Morgan State University, an HBCU in Baltimore, MD and most recently has designed placemaking installations for the Downtown Partnership of Baltimore, as well as the City of Baltimore's "Vision Zero" program.

Nancy Keeler

**Principal
Allium Development Group LLC**

Nancy Keeler is a community and economic development strategist with more than 15 years of experience leading collaborative initiatives that strengthen communities, support local economies, and advance quality of life. As Founder and Principal of Allium Development Group, she works at the intersection of economic development, public health, placemaking, and cross-sector collaboration, helping organizations move from ideas and planning into implementation. Nancy specializes in ecosystem building, strategic planning, stakeholder engagement, and community-centered facilitation. Her work focuses on aligning public, private, and nonprofit partners around shared goals and creating practical, data-informed strategies that lead to measurable impact. She has led projects involving downtown revitalization, workforce development, tourism strategy, entrepreneurship, housing, aging, and community investment throughout Pennsylvania and beyond.

Her recent work includes initiatives with the Lancaster City Alliance, Elevate Berks, Landis Communities, Franklin Street Social, and Age-Friendly Lancaster City. Prior to founding Allium Development Group, Nancy provided consulting services for nonprofit and forprofit organizations focused on entrepreneurship, feasibility planning, and community revitalization. She also served as a Training Associate with the Institute for Community Inclusion at UMass Boston, where she supported national workforce inclusion initiatives and facilitated collaboration among federal, state, and local stakeholders.

Moe Magali

Principal
Public Works Partners

Moe Magali is a Principal at Public Works Partners, where he leads firmwide growth strategy, revenue development, and external partnerships for a mission driven consulting firm serving public and nonprofit clients. His work sits at the intersection of urban planning, economic development, and implementation, helping communities transform commercial corridors into cohesive, walkable, and economically competitive destinations. Moe has led initiatives that strengthen small business ecosystems, align zoning and policy with market goals, and define clear district identities that drive investment and foot traffic. He brings a practical, outcomes focused lens to downtown revitalization, translating vision into actionable strategies that unlock underutilized spaces, attract businesses, and strengthen sense of place.

Prior to Public Works Partners, Moe served as a Senior Advisor at the NYC Center for Economic Opportunity, where he incubated innovative anti poverty strategies and supported a national demonstration project funded through the Social Innovation Fund.

He also contributed to the Center’s recognition through the Innovations in American Government Award from Harvard’s Ash Center. Earlier in his career, he held programmatic and government relations roles at the Stella and Charles Guttman Foundation, Lincoln Center for the Performing Arts, and the NYC Department of Small Business Services.

Moe holds an MPA from New York University and a BA in Government from St. John’s University. He is a Coro Leadership New York graduate, Next City Vanguard, and ULI Health Leaders Network alumnus, and currently serves on the boards of Newtown Creek Alliance and Seaweed City.

Shawn Rairigh

Senior Planner
GFT Inc.

Shawn Rairigh is a senior planner with GFT Inc, based in Mechanicsburg, PA. His career began as a consultant for a boutique planning and design firm in Philadelphia, specializing in urban design work for streetscape improvements, commercial revitalization efforts, and downtown master plans. From there, he joined a large engineering firm and handled visualization and public involvement needs for complex transportation projects, as well as and TOD/station area plans for rail and transit projects. After moving to Massachusetts, Shawn spent five years as a municipal planner for several New England towns, handling development applications and major zoning revisions as well as zoning enforcement. A move to central Pennsylvania brought Shawn back to a consultant role where he has focused on how zoning and land use ordinances affect urban design, revitalization and redevelopment efforts, and other aspects of our built experience.

Evan Reinhardt

Principal, Common
Craft Development

Evan Reinhardt is a third-generation commercial contractor and smallscale developer. His construction company, R.H. Reinhardt Co., specializes in office, retail, and industrial projects in the greater Philadelphia area. Through Common Craft Development, he pursues projects that deliver measurable social, environmental, cultural, and aesthetic impact alongside strong financial returns—often in overlooked neighborhoods or underutilized buildings where thoughtful design and community engagement create value for multiple stakeholders. Evan is currently leading the adaptive reuse of a heritage warehouse at the site of the old Bethlehem Steel Works in Lebanon, PA, creating a space for makers, creatives, and small businesses to coexist.

Doug Robbins

Managing Principal AECOM

Douglas Robbins, AICP, PP, ENV SP is a Managing Principal and Associate Vice President at AECOM, where he serves as the Philadelphia Region Metro+ Executive and leads the Buildings + Places practice. In these roles, Doug is responsible for advancing regional growth initiatives across business lines and market sectors, focusing on key accounts, major pursuits, coordinated growth strategies, and integrated solutions that bring the full breadth of AECOM's services to clients across the region. He also serves as a point of coordination for external affairs and communications.

With more than 20 years of experience in urban planning, urban design, and architecture, Doug's career has focused on downtown revitalization, corridor planning, multimodal transportation, and community centered development. He has led multidisciplinary teams on complex planning and redevelopment initiatives throughout Pennsylvania and the Mid Atlantic, helping communities translate long range vision into implementable strategies that strengthen economic vitality, walkability, and sense of place.

Doug lives in Collingswood, New Jersey, with his wife and teenage sons, where they are fortunate to be able to walk or bike to many of the places they need to go—an everyday experience that informs and reinforces his professional commitment to creating connected, livable communities.

Doug holds a Master of City Planning and an Urban Design Certificate from the University of Pennsylvania and a Bachelor of Architecture from the University of Miami. He is an AICP certified planner, a New Jersey Professional Planner, an Envision Sustainability Professional, and an active member of the Urban Land Institute.

Monica Venkatesh

Project Manager AR Spruce

Monica Venkatesh is a Project Manager at AR Spruce with a multidisciplinary background spanning architecture, development, and finance. She holds a Master of Science in Real Estate Development and a Bachelor of Architecture, a combination that allows her to bridge design thinking with development practice and financial analysis. Her Master's capstone examined Transit-Oriented Development and the role of TODs in driving urban economic growth, while her bachelor's thesis centered on a 60-acre integrated mixed-use township, both reflecting a long-standing interest in how thoughtful planning and investment can transform places and communities. In her current role, Monica supports commercial and mixed-use development projects through feasibility analysis, financial modeling, zoning and entitlement review, and market research. She has broad experience across the full development lifecycle, including public-private partnership structuring and research into tax incentives and public funding tools such as TIF, NMTC, and LIHTC across mixed-use, commercial, and multifamily asset classes. Her architecture background informs how she approaches placemaking with an eye toward corridor continuity, the pedestrian experience, and how the built environment shapes community identity. She is drawn to the challenges facing small and mid-size downtowns, how they build authentic market identity, attract and retain independent businesses, and leverage physical and programmatic investment to drive long-term economic resilience.

Report Author Joni Kaden

Joni Kaden is a community engagement consultant and technical writer with over a decade of experience leading projects to ensure that the public policies, plans, and programs meaningfully reflect the perspectives and needs of the people they serve. With a background in city planning, Joni's expertise spans facilitation, strategic planning, stakeholder engagement, policy writing, community-network building, and technical assistance. She is especially skilled at developing creative tools to promote meaningful and authentic community participation and relationship building. Joni has led projects related to mixed-income and affordable housing, equitable transportation, economic and community development, criminal justice, and sustainability. She partners with planning departments and other local government agencies, universities, community-based organizations, and advocacy groups. She holds a Masters in City Planning from UC Berkeley.